Project Closeout Report
Presented to the IT Committee June 26, 2012

Project Name: Secretary of State Data Processing System (SOS-DPS)

Agency: Secretary of State

Business Unit/Program Area: Central Indexing Services, Business Licensing, and Registrations

Project Sponsor: Al Jaeger

Project Manager: Justin Data

Project Objectives	Met/ Not Met	Measurements
		Description
Improve and create additional online services to users of these systems	Not Met	Vendor solution was not completed.
Reduction in labor	Not Met	Vendor solution was not completed.
Reduce paper handling volume at the state and county	Not Met	Vendor solution was not completed.
Increase the number of documents imaged and indexed	Not Met	Vendor solution was not completed.
Eliminate the use of AS400 for registrations and licensing	Not Met	Vendor solution was not completed.
Remove CIS filings from the mainframe	Not Met	Vendor solution was not completed.
Combine CIS and business indexes into the same database	Not Met	Vendor solution was not completed.

Schedule Objectives			
Met/ Not Met	Scheduled Completion Date	Actual Completion Date	Variance
Not Met	09/28/2009	6/30/2011	-177-%

Budget Objectives			
Met/ Not Met	Baseline Budget	Actual Expenditures	Variance
Not Met	$714,553	$613,010	14%

Note: The actual expenditures are taking into account what was spent on the CCIS-based project only, which is through 6/30/2011.

Major Scope Changes
• Addition of campaign finance module.
• Removal of seamless single sign-on function

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Lessons Learned

• Don't start a project for which an agency does not have adequate funding.
• Make sure that vendors have a good understanding of the scope of the project before receiving bids.
• If the vendor is proposing a "COTS" solution and you are an early adopter you are assuming a certain amount of risk in having that system apply to your needs as the system is not fully vetted across a broad audience yet.
• Adding the workload of a large project to staff that is already working overtime will cause staff burnout.
• The vendor utilized an "Agile" development process. Following are some lessons learned regarding this process:
    o If the vendor states they are "agile" the project team must ensure they are truly following agile practices, such as co-locating their development staff with the business unit and having a dedicated development team to the project
    o Because the agile process is flexible as to what it delivers, this methodology is not well paired with fixed bid contracts

Success Story
• Through previous failures of underfunded and/or underbid attempts have concrete evidence that to replace this system the costs will be $3M+